

Change the changeable,
accept the unchangeable,
and remove yourself from
the unacceptable.

-Denis Waitley

e - PANORAMA

ISSUE - 13

AUG. - SEPT. '22

BDMA

**BHARUCH DISTRICT
MANAGEMENT ASSOCIATION**

AN ISO 9001 : 2015 CERTIFIED ORGANIZATION

“

So much of what we call
management consists of
making it difficult for people
to work.

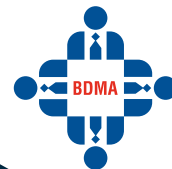
PETER F. DRUCKER



www.bdma.in



"Good management consists in showing average people how to do the work of superior people."
– John D.



ISSUE COVERS...

- President's Message
- Announcements Section - Best Improved LMA
- Events' Highlights - August & September 2022
- Articles

FROM THE DESK OF PRESIDENT... ..



Dear Friends,

We are glad to release 13th Issue of e-panorama. We have some important announcements as we organized a general meeting for the election of the managing committee in presence of Asst. Charity Commissioner to streamline the rules of us being a Trust.

It's a proud moment for us that we got awarded as "Most Improved LMA" by AIMA, New Delhi on 21st September 2022 which is yet another feather added to BDMA's hat of achievements. The details are on the next page with photos.

We had various MDPs planned at BDMA premises and In-House, for which you are receiving information through Email, Whatsapp and by Calls. Our Residential program is also planned on 7th and 8th October 2022, at Statue of Unity which will be another moment of bringing pride to the milestones of BDMA !

Also, we had active participation in various forums like Finance and Taxation, HR, CSR, Women's, EHS, and the like. These forums are led by our dynamic forum chairs and thus we are able to meet once a month with a lot of knowledge sharing sessions.

We also would like to take an opportunity to welcome our new corporate members and Individual Members - Annually and for 10 years ! The details are available in the issue.

I urge everyone to keep supporting us for our future endeavors, like NMC planned up in February 2023.

Thanks a lot!
Thanks & Regards,

Harish Joshi
President, BDMA

PROUD MOMENT FOR BDMA



Dear Friends,

I am pleased to share happy moments for BDMA as we have received National Award in the category MOST IMPROVED LOCAL MANAGEMENT ASSOCIATION 2021-2022.

The award was conferred on us on 21st September 22 at the All India Management Convention held at Hotel Taj Palace, New Delhi.

Mr. Amitabh Kant, Sherpa for G20 and former CEO Niti Ayog, handed over the award to BDMA President Harish Joshi and Vice President Devang Thakore. Senior members A.K. Sahani, Rakesh Rehani and BDMA CEO Jayesh Trivedi attended the convention.

This is a respectable recognition for BDMA, the credit goes to all who have played an active role to take BDMA to newer heights at National level. Especially our office team led by Mr. Jayesh Trivedi, Ms. Uma Palkar, Ms. Urmi N Vyas and Mr. Siddharth Mistry need special mention.

Next year being the 50th National Management Convention it would be an immense opportunity to win the BEST LMA Award and this cannot be possible without the whole-hearted commitment of all members of BDMA.

Thank you
Harish Joshi

EVENTS' HIGHLIGHTS

AUGUST 2022

09th
AUG

MDP ON "PROCEDURES TO BE FOLLOWED FOR EXECUTION OF YOUR EXPORT CONSIGNMENTS"

MDP on topic "Procedures to be followed for Execution of your Export Consignments" on 9th August, 2022



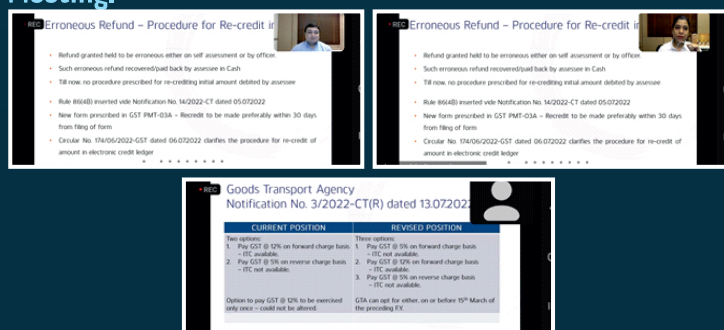
Mr. Dhaval Shah addressing the MDP on executing "Export Consignments"

BDMA organized a MDP on topic "Procedures to be followed for Execution of your Export Consignments" on 9th August, 2022. Mr. Dhaval B Shah, Founder, V Care Group was the esteemed facilitator. He explained in detail about how to execute the export consignments, what are the steps followed and it was basically targeted to help various employees across Bharuch district dealing with executing export consignments. The program was well received by around 25 participants.

09th
AUG

FINANCE & TAXATION FORUM MEET

Forum Meet on topic 'Amendments by 47th GST Council Meeting.'



Adv. Priyanka Kalwani, Adv. Devanshi Sharma, Adv. Jigar Shah addressing Finance & Taxation Meet

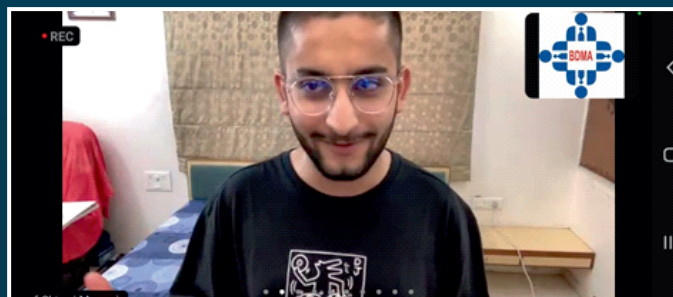
BDMA organized Finance & Taxation Forum Meet on topic 'Amendments by 47th GST Council Meeting.' Adv. Priyanka Kalwani, Adv. Devanshi Sharma, Adv. Jigar Shah were the esteemed Guest Speakers. They discussed in detail about what are the amendments in GST act, related laws, role of judiciary etc. The session was attended by around 36 participants.

AUGUST 2022

10th
AUG

WOMEN'S FORUM MEET

Forum meet in Virtual Mode on topic "The Art of Cardistry."



Mr. Shivraj Morzaria addressing the Women's Forum Meet

BDMA's Women's Forum organized its forum meet in Virtual Mode on topic "The Art of Cardistry." Mr. Shivraj Morzaria from Rajkot who also appeared in one of the episodes of OMG! Yeh Mera India on History Channel was the Guest Speaker. He discussed about how he got into Cardistry and he gained fame by making YouTube videos since a very young age. It was attended by around 122 participants virtually.

17th
AUG

MDP ON "FIRST AID"

A training program on First Aid was conducted for the employees of industries across Bharuch District



Dr. Vikas Vikram seen addressing the First Aid Training

A training program on First Aid was conducted on 17th August 2022 for the employees of industries across Bharuch District. Dr. Vikas Vikram, M.B.B.S., C.I.H., D.C.A.H. was the esteemed facilitator. He discussed about what is central nervous structure, circulation, demonstrated CPR, how to deal with wounds, fracture etc. It was a noteworthy training and was well appreciated by around 18 participants.

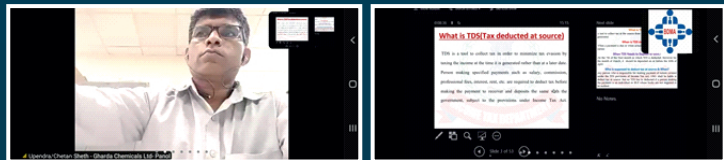
EVENTS' HIGHLIGHTS

AUGUST 2022

24th
AUG

FINANCE & TAXATION FORUM

"Recent changes in TDS & TCS"



Officials from Income Tax Department, Bharuch addressing the Finance & Taxation Forum

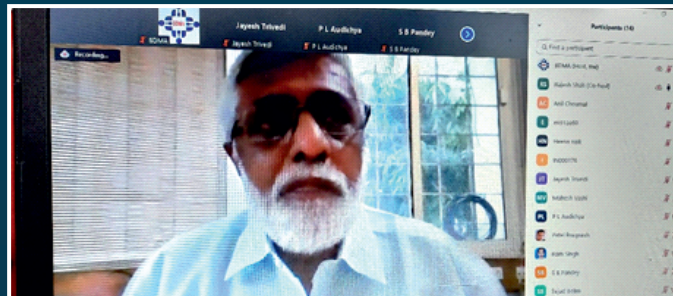
Finance & Taxation Forum Meet was organized on Hybrid Mode on topic "Recent changes in TDS & TCS." This was in collaboration with Income Tax Department, Bharuch and BDMA. They discussed about various changes in TDS & TCS act. It was knowledge filled session and was well appreciated by around 8 participants physically at BDMA premises and 24 participants virtually.

AUGUST 2022

27th
AUG

CSR FORUM MEET

"Review & feedback of Baseline and Need Assessment survey"



Mr. Rajesh Shah addressing the CSR Forum Meet

CSR Forum Meet was organized on topic "Review & feedback of Baseline and Need Assessment survey" on 27th August 2022. Mr. Rajesh Shah, Founder, Vikas CFD was the esteemed Guest Speaker. He suggested various strategies to brand "Baseline and Need Assessment report." Also, we discussed various feedback we received from companies and how we can reach out more companies from Vagra Taluka. The session was well applauded by all and attended by around 18 participants.

25th
AUG

MDP ON "ART OF DEALING WITH PEOPLE"

MDP on topic "Art of dealing with people"



Ms. Deval Joshi addressing on topic "Art of dealing with people"

BDMA organized a MDP on topic "Art of dealing with people" by Ms. Deval Joshi on 25th August 2022. She performed various activities for team building and highlighted various topics relating to ways in which one can promote themselves and brand by engaging people. The session was well applauded by all and attended by around 28 participants.

27th
AUG

IN-HOUSE TRAINING PROGRAM

In-house Training Program on Data Analysis using M S Excel



Our Member company – J B Chemicals and Pharmaceuticals Ltd. (JBCPL) asked us to organise an In-house Training Program on Data Analysis using M S Excel, so as to make their employees aware and use M S Excel to an extended level. The program was conducted by Ms. Adwitiya Acharya and his team from ReContra Enterprise, Vapi. It was a wonderful Program and appreciated by almost all the participants at their plant in Panoli.

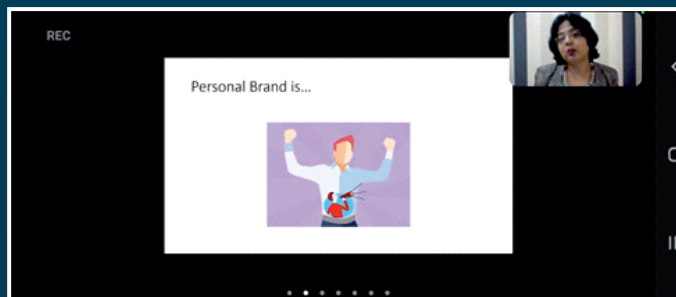
EVENTS' HIGHLIGHTS

AUGUST 2022

29th
AUG

68th HR FORUM MEET

“10 Ways to design your Personal Brand at Workplace.”



Ms. Meghavi Vyas at 68th HR Forum Meet

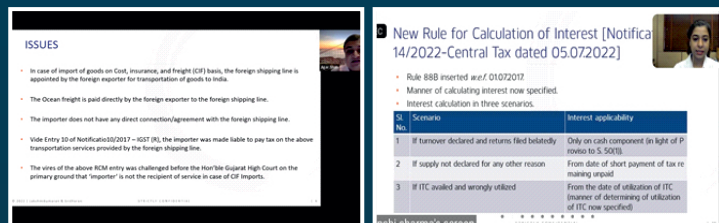
68th HR Forum Meet was organized on topic “10 Ways to design your Personal Brand at Workplace.” Ms. Meghavi Vyas was our esteemed Guest Speaker. She discussed as to how important it is to brand and present oneself at their profession. The session was well received by everyone and appreciated by 8 participants physically and 25 participants virtually.

SEPTEMBER 2022

03rd
SEPT

FINANCE FORUM MEET

“Review & feedback of Baseline and Need Assessment survey”



Adv. Jigar Shah and Adv. Devanshi Sharma addressing the Finance Forum Meet

BDMA organized a Finance Forum Meet on topic “You must know latest GST Changes” on 3rd September, 2022. Adv. Priyanka Kalwani, Adv. Devanshi Sharma, Adv. Jigar Shah, from Lakshmikumaran & Shridharan Attorneys were the esteemed Guest Speakers. They discussed in detail about what are the recent updates relating to GST so far in 2022. The program was well received by around 25 participants.

05th
SEPT

EHS CAMPAIGN ON “SINGLE USE PLASTIC BAN”

“Single Use Plastic Ban”



Mr. Sanjeev Verma at EHS Campaign on “Single Use Plastic Ban”

BDMA along with various other organizations came together for mass awareness campaign on “Single Use Plastic Ban” on the auspicious occasion of Teacher's day i.e. 5th September 2022 at Shravan Vidyadham School at Bharuch & Baravibhag High School, Tankari Village, Jambusar on 6th September 2022. BDMA EHS Forum Chairman, Sanjeev Verma threw light on the significance of the Teacher's Day and also on how students can teach their Parents and the society by practicing good behaviour like a responsible citizen. He said that BDMA is committed to support all government initiatives as a true Partner to create mass awareness in society on various topics related to “Environment Sustainability.”

EVENTS' HIGHLIGHTS

SEPTEMBER 2022

12th
SEPT

SENSITIZATION WORKSHOP AND DEMO DAY

'Sensitization Workshop and Demo Day'



Various participants attending "Sensitization and Demo Day Workshop"

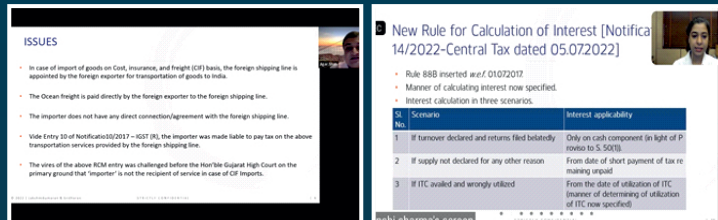
BDMA in association District Industries Centre, Bharuch organized 'Sensitization Workshop and Demo Day' for existing start-ups for interaction. Various companies like i-Hub, UPL University, Recyclex Pvt Ltd, Shree Ambica Saltworks, FDDI Ankleshwar, SVMIT, Munshi I.T.I company, Waruksha Labs, Mirihi Industrial Solutions Pvt Ltd, Meghmani Organics, Adama India participated in the workshop. They came with innovative products and discussed as how these companies can invest in these products and further sell them in the market. Around 25 participants attended the workshop and it was well received by all.

SEPTEMBER 2022

18th
SEPT

ARTS & CULTURE FORUM MEET

Arts & Culture Forum Meet on topic 'Sarjak Sangathe.'



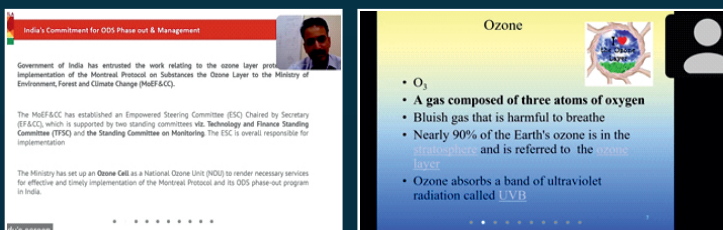
Shri Harivadan Joshi with Ms. Mayurika Leuva-Banker at the Art and Culture Forum Meet

BDMA organized Arts & Culture Forum Meet on topic 'Sarjak Sangathe.' Shri Harivadan Joshi was the esteemed Guest Speaker and Ms. Mayurika Banker was the Moderator. In this event, our chief guest Mr. Harivadan Joshi, well-known author and journalist from Bharuch, talked about his creative journey. He discussed at length the difficulties he faced and studies he undertook to write his novel 'Jay Eklingji'. The session was attended and well received by around 25 participants.

16th
SEPT

EHS FORUM MEET

"World Ozone Day"



Some of the glimpses of EHS Forum Meet held virtually on Zoom

BDMA's EHS Forum organized Meet on "World Ozone Day" on this year's theme on "Montreal Protocol @35: Global Cooperation Protecting Life." Mr. D. M. Thaker, Member secretary, Gujarat Pollution Control Board, Gandhinagar was Guest Speaker and Mr. M. U. Patel, GPCB – RO Head, Bharuch, Mr. Vijay Rakholia, GPCB – RO Head, Ankleshwar, Dr. Sharad Potghan – VP – EHSF – GFL, Dahej were the Key Note Speakers. They discussed measures about saving Ozone layer from depleting thereby controlling pollution. The session was well received by all and attended by around 90 participants.

22nd
SEPT

MDP ON "ATTITUDE MAKES ALTITUDE"

"Attitude makes Altitude"



Dr. Sanjay Pandya at MDP on "Attitude makes Altitude"

BDMA organized MDP on topic "Attitude makes Altitude" by Dr. Sanjay Pandya on 22nd September, 2022. He discussed various topics like basics of attitude forming process, positive attitude on various aspects of the life; benefits of positive attitude, sustaining positivity at work and personal life. The training was attended by around 14 participants and we received a good feedback overall.

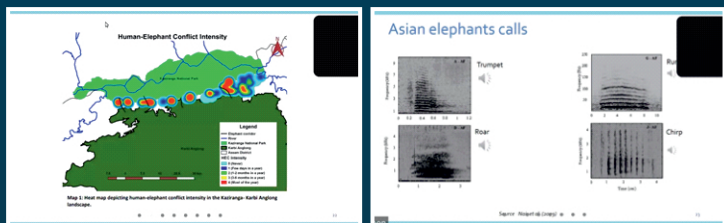
EVENTS' HIGHLIGHTS

SEPTEMBER 2022

27th
SEPT

WOMEN'S FORUM MEET

11th Talent Unlimited Series on "Elephant Conservation"



[Ms. Seema Lokhandwala addressing the 11th series of "Talent Unlimited"]

BDMA organized its 11th "Talent Unlimited" series of Women's Forum on "Elephant Conservation" by Ms. Seema Lokhandwala. She discussed as how she got into doing her dream job on conservation of Elephants and encouraged everyone to fulfill their dreams. Further, she highlighted as how she works towards studying Asian Elephants, their behavior patterns and as to how she resolves Human-Elephant Conflicts at Kaziranga National Park. The forum meet was attended by 30 participants and received good response from all.

27th
SEPT

MDP ON "EXCEL AND ADVANCE EXCEL"

"World Ozone Day"



[Mr. Nilay Shah explaining the concepts on "Excel and Advance Excel"]

BDMA organized MDP on "Excel and Advance Excel" by Mr. Nilay Shah on 27th & 28th September 2022 for the employees of industries across Bharuch District. He trained the participants about performing complex calculations more efficiently, using various Excel functions, organizing and analyzing large volumes of data, creating MIS reports. It was a noteworthy training and was well appreciated by around 22 participants. We conducted this training at M K College of Commerce, Bharuch, as we had a tie-up for conducting programs whereby computers will be used.

SEPTEMBER 2022

23rd
SEPT

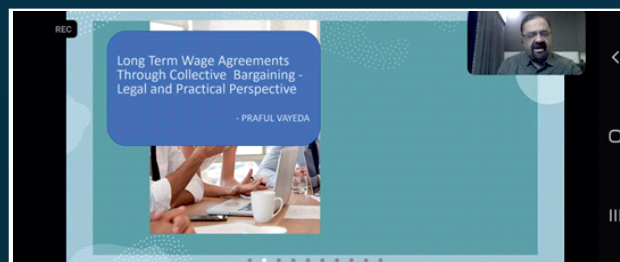
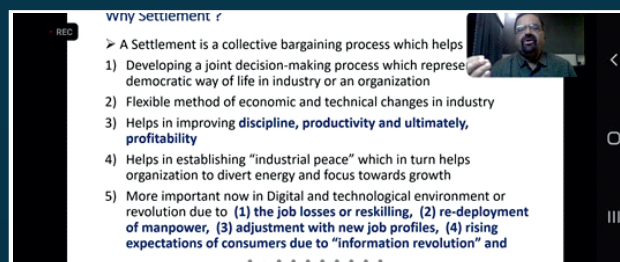
23rd CSR FORUM MEET

A consecutive 23rd CSR Forum Meet was organized on topic "Round Table Discussion." Forum members came together to discuss future forum meetings and also about planning CSR Cleanliness Drive at Vad-Van, Shuklatirth.

30th
SEPT

69th HR FORUM MEET

"Long Term Wage Agreements through collective bargaining - Legal & Practical Perspective"



[Mr. Vayeda addressing the 69th HR Forum Meet]

HR Forum organized a 69th HR Forum Meet "Long Term Wage Agreements through collective bargaining - Legal & Practical Perspective" by Mr. Praful Vayeda, Past President - BDMA on 30th September 2022. It was knowledge filled session and was well appreciated by around 40 participants virtually.

Employee Engagement and it's impact

Along with time to time changes and development in industries across the globe, Employee satisfaction is becoming more critical. It is a big challenge for industries and specially for the Human Resources Managers to develop satisfactory work culture amongst the workforce. To cope up with challenge, Employee Engagement is one of the most powerful HR tool used by HR Department in industries in current scenario.

Employee Engagement basically helps both employees and organisations to understand their qualitative and quantitative bond of relationships & responsibilities by investing their emotions, energy of behaviour & learning abilities to achieve individual as well as organisational goal effectively. It is not just provide opportunities to make fun at workplace as per general understanding but it has a deep and easy meaning to understand both employees and organisation equally. Employee Engagement play a vital role to bring mental, emotional, physical and spiritual abilities together on single platform - workplace.

Employee Engagement is the key factor to which develop willingness to feel of ownership towards their organisation, their perosnal and professional objectives amongst the workforce once they get involved and engaged. This may resulted into more concern and care for organisational goal and motivate them to be a part of organisation for longer period.

An effective practice of Employee Engagement give good ROI to industries. It decrease employee turnover, absenteeism, develop trust and loyalty. It helps to create happy working culture and develop interest to work and spirit of commitment to give their 100% towards goal. It bring out innovative idea from the less explored brain of workforce. Good and effective engagement program also attract new talents towards organisation. It build an effective team, increase efficiency and productivity. It is most effective stress killer tool and making happy faces. Internal satisfaction and Feel to get involved in organisational objective is the most powerful impact of Employee Engagement.



Devendra Bhimada
Lead HR
Toyo Ink india Pvt. Ltd. - Dahej.

4 Ways to Lead in the Best and Worst of Times to Drive Your Business

It feels like we're moving from one global crisis to the next with almost no reprieve, and I've found myself having more and more conversations with so many of my peers about the differences in leading through the peaks and valleys of this current cycle.

Whether the pandemic, global unrest or recession, CEOs are expected to lead, motivate and drive business. Yet the approach and tools required by the very same leaders are vastly different in good and bad times. So, the question is, how do you switch your leadership approach, and do you have a natural penchant for leading in one or the other?

Before going into the defining attributes for leaders, it's worth also unwrapping the difference at the ground level (i.e. the team). In times of crisis, people in organizations find solace and comfort in the team itself, in working and moving forward in the company of the group, whereas in more prosperous positive cycles one can argue that individuals find priority in their own personal meaning and journeys. Here's where you need to do more work to get employees to "feel" as if they are part of the larger team.

How to lead through good times and bad
The universal overarching emphasis for any CEO is to have the team believe, feel and act as part of a unit. The act of getting this done differs based on multiple external influencers driving the team's behaviors and, of course, the CEO's fundamental shift in connecting with teams across good times and bad.

CEOs managing during times of external (or internal) crisis must make decisive moves and goals, give clear instructions and bang the drum to rally the cohort, all while remaining resilient and strong. The key here is short, deliberate and focused communication with a high degree of repetition. The "ground" — a.k.a. your team — is scared, so they need clearer instructions and they need it frequently, as this is ultimately what gives them the safety net of being part of the team.

CEOs managing in less tumultuous times need to find more creative ways to get employees engaged and rallied, encouraging empathy and providing a space for people to think about entwining their purpose with that of the organization. This approach gives them more opportunity to interpret vision and ideas and lets them drive more of this on their own. While the team is driving forward, the CEO must also use a Swiss knife of activities, tools and frameworks to drive the family belonging forward.

In the conversations I've had with my peers over the past few years (good and bad times), here are tidbits of insights on how the two different CEO archetypes operate in the workplace and make business decisions.

1. Surviving and thriving is a team effort led by a strong compassionate leader
We all learned this critical lesson coming out of Covid-19 — and it is one we need to keep front of mind as we all face the next financial and geopolitical crises. We can't go at it alone, but at the same time, we find solace in the fact that there is a strong leader at the helm giving us the necessary updates. We need both leadership and a strong team to support the game plan. Without one, the other falls.

When the heat does turn up because of an externality, you also realize the importance of your company's culture and its power to hold the company together. In many respects, a calamity out of an externality is a crucible moment to turn on its head and use it as a way to tell your culture story the right way. Buddha always said, "true wisdom comes from experience, not the intellect."

2. Regardless of the global climate, CEOs need to be malleable
There isn't a one-size-fits-all approach to leadership, and the key is to be able to quickly transition to support what is needed based on externality — you don't want to be the leader who is stuck in crisis mode when everyone is out on the prairies.

During Covid, the key learnings for me personally were both to be very decisive (i.e. know your plan) and then be able to communicate with both strength and empathy. In the same vein, you need to continuously be doing less, but doing it better — whether that is employee experience or product initiatives — and the key is to build a mentality of starvation as that keeps everyone in a heightened sense of mind and alertness.

Knowing how to prioritize the needs of the business, while balancing those of your employees, is integral to succeeding as a business leader. Being able to constantly shift those priorities to align with the current economic or geopolitical climate is even more important.

3. In a crisis, simplicity and intent are critical
As leaders in crisis, we need to focus on intent and make very direct — often hard — but simple decisions and directions for our team. Today, the current geopolitical climate is forcing our hands on how we do business and who we do business with.

As leaders, we must make these decisions and communicate them in a direct and clear manner. And we need to lean on our next in line to support these decisions. Having specialist teams focus on each decision and move it forward will keep intent and goals clear. When stress is high, your teams will always be driven by simple and clear directions.

4. Create a feeling of safety and progress, whatever the climate
It sounds obvious that your workplace should offer a sense of safety (wellness, equity and financial safety). But it's vital to your business in 2022, as it's only when you can create a "circle of safety" that everyone will pull together as a unified team.

It's our job as leaders to continue to provide both the safety that comes with good times and the security we were aiming for in the bad. How do we do that? It starts with setting a North Star for your team — where everyone in the organization has alignment on the team's wellbeing in addition to the company's purpose and direction — and that these things are easily understood as a part of the company's DNA.

From a directional standpoint, leaders should be relentless in pushing a reverse pyramid working model, where employees focus the majority of their energy on tasks critical to their job function, passions, and performance. This means that everyone is driven by a deliberate, authentic, and relentless pursuit of excellence.

Your teams need a leader who can create both safety and progress. By identifying, creating and embracing crucible moments that bring people together, you can find opportunities to strengthen your organization each and every day, regardless of what is going on around you.

4 Reasons Decentralized Business Management Is Booming

The nature of the workplace is changing thanks to evolving societal attitudes. While remote work is hogging the headlines, another revolution is taking place in workplaces: Centralization is out, and decentralized management is in, reflecting wider technological trends. Cryptocurrencies, Decentralized Autonomous Organizations (DAOs) and Web3 emphasize the benefits of a lack of centralized authority. Given the technological bent every organization has these days, it makes sense to adopt these principles in workplace management as well.

Here's how companies are using decentralized management to future-proof their businesses and increase employee satisfaction.

Self-sufficiency

One of the common problems executives face is a lack of flexibility in their organizations during crunch time. Typically, crises blow up to critical levels before they come to the executives' attention, at which point they must personally intervene. Ideally, crises should be nipped in the bud, and lower-level employees must deal with them proactively.

A centralized organization places an enormous amount of power in the hands of a few. The organization is structured vertically, leading to lengthy decision-making chains where every decision is second-guessed. In contrast, a decentralized organization prioritizes the opinions of people closest to stakeholders and subject matter experts. This results in a flat or horizontal organization that is nimble and addresses issues quickly.

Harvard Business Review notes that decentralized organizations work best when responsiveness is the top priority. An organization structured in this fashion also frees up executives' time to carry out more value-added work instead of chasing fires all the time. Another benefit is that lower-level employees are empowered to think about the organization's future instead of worrying about what their manager will think. The result is a flexible organization that is future-proofed.

Promotes leadership skills

Organizations face employee churn all the time, whether due to a lack of challenging work or dissatisfaction with the company's overall direction. Both of these reasons are interconnected. An inflexible organizational hierarchy leaves employees fighting to impress their managers instead of creating revenue-generating assets.

With power consolidated in the hands of a few, leadership skills are scarce. Thus, when top-level executives move on, the company faces a tough time replacing those who departed and must engage resources to locate and vet suitable leadership.

Promoting from within is ideal because long-term employees understand the company and its products well. They've witnessed the company's processes from the ground up, which makes them ideal leaders. However, centralized organizations don't provide low-level employees with the opportunity to ascend to leadership roles.

A decentralized organization forces employees to act as leaders. Thanks to greater autonomy and priority on responsiveness, employees must act decisively. Intrapreneurship increases, promoting creativity, and the organization is energized.

Empowered employees will automatically put forth ideas to make the company's products more robust. The result is an upgrade in company-wide leadership skills and a better competitive posture.

Easier scaling

Scaling a business is a tough task. Typically, a centralized organization has to design new hierarchies and determine the degree of additional responsibility existing executives will bear. All of this results in a slow-moving expansion that often stops before it begins. In contrast, a decentralized organization can respond to changing business conditions quickly and scale accordingly. Thanks to every team and employee functioning as a separate cell, the organization can realize economies of scale and be nimble at the same time.

For instance, when expanding into a new market, a fully empowered team can research local norms and inform the broader organization of the steps it is taking to launch the company's products in that market. Thanks to the absence of lengthy approval times, the team can move quickly and establish a presence.

Thus, an organization resembles a collection of well-funded startups or early-stage companies, with each team bringing its special brand of creativity and expertise to the broader community. Furthermore, the expanding teams can customize the company's products faster, resulting in more sales and better connections with consumers.

Efficient management

While decentralization emphasizes individual empowerment, executive teams also have an important role to play. In fact, executives steer the larger decentralized ship and do their best to empower their employees. Decentralization emphasizes lean management. The result is an executive team that is focused on maintaining conditions that allow lower-level employees to fully express their creativity. Lean management of this sort is not focused on establishing authority or micromanagement.

Determining metrics and other performance indicators is also simple in this structure since executives aren't involved in every single low-level decision that has to be made. Instead, they can focus on the big picture and ensure the organization's goals are being met. The result is a happier executive team that performs a massive amount of value-added work. The flexibility inherent in the organization also allows employees to choose the work they're most passionate about instead of following a default executive career path. Thus, people who are truly passionate about becoming executives and performing the tasks inherent to these roles occupy the positions.

Decentralization is much more than a buzzword these days. It's the best way for organizations to structure themselves in 2022 and beyond. Given the rapid change of pace in the business world, decentralization is the best way to future-proof an organization.

Feeling Burned Out? Maybe You're Not Being Selfish Enough With Your Time

Entrepreneurs and startup team members are often beset by frantic calls for their attention and time. This can result in fragmented work — and it carries a real cost that you and your company ultimately pay.

Every time your attention gets moved by a request from another source — whether that's a quick email response or a ping from a team member for assistance on a project — it can take you several minutes to get back to the original task. Over time, that kind of chaos leads to high levels of stress and even burnout.

Setting and communicating your boundaries is essential, but only the first step. You have to then protect and defend those boundaries by being just a bit selfish. Here are six tips to do it smoothly without causing offense or confusion.

1. Identify the intruders

First identify the people, tasks and contexts that traditionally try to intrude on your schedule. In a work-from-home context, that might be family, neighbors, pets or household chores, just as much as it might be work colleagues or team members.

An intrusive distraction can also be your own impulses. Writers often joke that their homes are never cleaner than when a deadline approaches. For all of us, the constant siren call of social media and gaming apps lure us from more high-worth activities.

Once you've identified your likely distractions, you can create strategies targeted to keep them at bay.

2. Stop being overly helpful

Are you a helicopter worker — someone who spends so much time hovering around new employees, subordinate team members and others who might struggle with particular tasks at which you excel, ready to pounce at the first suggestion that they might need your help?

If that sounds familiar, it's time to land and put that chopper in the hangar. Remember, your time and energy are finite resources. Every time you give yours away to someone else, those resources are no longer available to you for your own work.

Instead, show your colleagues the courtesy of letting them process and resolve their own problems and obstacles. That helps you focus on your own work, but it also might make you a more valuable team player, somewhat paradoxically. That's because you have more time and energy to dive into deep work, exercise your creativity and solve bigger problems for the team or company as a whole.

3. Chunk your daily time into context-driven slots

Chunking your schedule by context is a well-known method to help you "get into a groove" with tasks sorted by context. For example, set aside one hour for processing all your email, then don't look at your email again until the next email chunk. Or set aside two hours after lunch for reading or ideation work.

Make sure your schedule and its chunks of time are visible to your team, so they know when they can and cannot intrude. Then commit yourself to staying on task during those time chunks, and respond to any messages or requests at a free time in your calendar.

4. Get into the habit of previewing your schedule

Setting a schedule isn't enough. To really help yourself adhere to it and enforce your time boundaries, get in the habit of previewing the day's schedule the night before or first thing in the morning.

You can also preview on a weekly basis to get a better sense of what lies ahead for you. Previewing your schedule psychologically reinforces the choices you've made as commitments, not just "stuff that has to get done some time — whenever no one else needs me."

5. Check in with your team regularly with better meetings

Regularly scheduled meetings are the most effective way to keep up with every team member's workload and process, but they also help avoid smaller disruptions during the remainder of work time.

Use the regular meeting time to help each team member overcome sticking points and identify potential future stumbling blocks. Respect everyone's time by keeping to a strict agenda and rigidly enforcing time limits for each agenda item.

Communicate your "on and off" hours to your team members and employees so they'll know this is a priority for you. Bonus: It'll likely become a bonus for them as well, and when they follow your lead, you'll wind up with a happier, healthier, and more productive team.

Reclaiming your time and defeating burnout

Deep work is crucial for business leaders, owners, and founders. Carving out protected time that's as distraction-free as possible is necessary for getting that kind of focused, attention-heavy work done. Communicating your time boundaries is the first step, but don't forget to enforce them consistently, too. Failing to do so leads to confusion, stress, and ultimately burnout.

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EDITED BY

Ms. Uma Palkar

Senior Executive, BDMA

Ms. Urmi N Vyas

Asst. Executive, BDMA

Under the Guidance of

Mr. Harish Joshi

President, BDMA